

25X1A

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TITLE Basic Supervision

OBJECTIVE Effective management at the level of the first-line supervisor

PREREQUISITES Top Secret clearance

GS-5 through GS-14

Present or anticipated supervisory assignment

ENROLLMENT 8 to 18

DURATION Two weeks - 4 hours each morning (40 hours), plus from 10-15 hours' unclassified reading outside scheduled class time

LOCATION Headquarters

The course is for persons from all major components at all levels through GS-14 who are directly responsible for personnel at the first working level. The objective is to orient the first-line supervisor to the responsibilities and authority which are characteristic of first-line supervision throughout the Agency. Presentations at the GS-13 and GS-14 level are titled "Supervision for Intelligence Officers" and are specifically geared to those individuals whose main responsibility is substantive research but who also have some management responsibility as project leaders or who otherwise direct other analysts or technical personnel.

The course assumes that most students are carrying their own production workload, and that supervisory responsibilities are in addition to, and not in place of, their substantive, technical or production assignments. Particular emphasis is given problems of person-to-person relationships as the supervisor meets them in his responsibilities for training, communicating, planning and disciplining. Selected aspects of organization, leadership and control are also dealt with.

Each successive course is offered to a specified group, for example, GS-9 - GS-12, so that supervisors of a given general level of responsibility work together and so that specific course content can be adjusted to the needs and capacity of the participants. A limited number of non-supervisors being prepared for supervisory positions can be accepted.

The course content includes: reading, lectures, and group discussions of problem cases. Through these means students are guided in applying basic principles of sound management to the situations in which they are working.

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B-8

TITLE	Basic Management
OBJECTIVE	Effective management at the Branch Chief supervisory level
PREREQUISITES	Top Secret clearance GS-11 through GS-15
ENROLLMENT	8 to 20
DURATION	Two weeks - 4 hours each morning (40 hours), plus 10 to 20 hours of unclassified outside reading
LOCATION	Headquarters

The course is aimed primarily at the level of the Branch Chief, but is open to personnel above and below that level. Each successive course is offered to a specified group, for example, GS-12 through GS-14, so that supervisors of a given general level of responsibility work together. Students in the course are assumed to have at least one lower echelon of supervisors under their direction; for example, section heads. It is presumed that substantially full time on the job is spent in management activities (planning, directing, coordinating and controlling), rather than in direct substantive work. The course covers elements of management which are common to middle levels in DD/I, DD/S, and DD/P.

The course contains the following major elements: (1) a highly generalized job analysis of middle management responsibilities in the Agency; (2) a limited amount of general doctrine current in the field of management; (3) discussion of specific management techniques in use in Agency components; and (4) group analysis of problem situations and of case histories.

At every point the course emphasizes the student's responsibility for translating his own background of experience and the information exchanged in the course into the terms and problems of his current job assignment. He is encouraged to define his problems as specifically as possible, to select a line of attack, and to undertake his own solutions. The 40 hours of the course span two weeks in half-day sessions, so that participants may maintain daily contact with their offices and apply ideas of the classroom to the job situation.

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B-10

TITLE	Clerical Orientation
OBJECTIVES	Acquaintance with the Agency mission, functions, and procedures within the national intelligence framework  Preparation for Agency clerical service
PREREQUISITE	Secret clearance
ENROLLMENT	5 to 32
DURATION	Three days (24 hours)
LOCATION	Headquarters

25X1A      This course is designed to orient all new clerical personnel to the Agency and its relative position within the national intelligence community. [REDACTED] and Agency office procedures and practices such as telephoning, filing, correspondence, and security.

B-11

TITLE	Clerical Reorientation
OBJECTIVES	Reorientation to Agency mission, functions, and procedures within the national intelligence framework  Review of current clerical problems
PREREQUISITES	Secret clearance  One year of Agency clerical experience
ENROLLMENT	15 to 20
DURATION	One day (7 hours)
LOCATION	Headquarters

This course is designed for experienced clerical personnel who will, in the supervisor's opinion, benefit from an up-to-the minute condensation of the three-day Clerical Orientation Course. It includes current information on Agency organization and the intelligence community. It provides for discussion of common clerical problems, analysis of clerical responsibilities, and refinement of clerical and related skills.

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B-12

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TITLE	English Usage (Review)
OBJECTIVES	Review of basic grammar principles which include parts of speech, their effective use in sentences, and sentence structure
	Review of fundamental and practical rules of punctuation and capitalization
	The use of the dictionary, and the systematic study of word usage with emphasis on confusing words
PREREQUISITES	Secret clearance
	Pretest
ENROLLMENT	5 to 15
DURATION	Four weeks - $1\frac{1}{4}$ hours per day (25 hours)
LOCATION	Headquarters

NOTE

Courses B-12, 13, 14, 15, 16, 17, 18, and 19 comprise the Clerical Refresher Program.

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B-15

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(April 1957)

**TITLE** Intermediate Shorthand Dictation

**OBJECTIVES** Review of Gregg shorthand theory and concentrated study of a diversified vocabulary

Dictation speed of 70 words a minute or faster

Review of Agency correspondence formats

**PREREQUISITES** Secret clearance

Pretest or achievement of objectives in preceding class (Dictation speed of 60 words a minute)

**ENROLLMENT** 5 to 20

**DURATION** Four weeks - 1½ hours a day (25 hours)

**LOCATION** Headquarters

B-16

**TITLE** Advanced Shorthand Dictation

**OBJECTIVES** Review of Gregg shorthand theory and stenographic practice in Agency terminology

Dictation speed of 80 words a minute or faster

Review of Agency correspondence formats

**PREREQUISITES** Secret clearance

Pretest or achievement of objectives in preceding class (Dictation speed of 70 words a minute)

**ENROLLMENT** 5 to 20

**DURATION** Four weeks - 1½ hours a day (25 hours)

**LOCATION** Headquarters

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(April 1957)

B-13

TITLE            Shorthand Theory Review

OBJECTIVES      Intensive Review of entire Gregg shorthand system

                 Dictation speed of 60 words a minute or faster

PREREQUISITES   Secret clearance

                 Basic knowledge of Gregg shorthand theory

                 Pretest

ENROLLMENT      5 to 20

DURATION        Four weeks - 1½ hours a day (30 hours)

LOCATION          Headquarters

B-14

TITLE            Introductory Shorthand Dictation

                 (Inactive as of 3 August 1956)

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TITLE Shorthand Theory Review

OBJECTIVES Review of Gregg shorthand theory

Dictation speed of 60 words per minute on practiced material

PREREQUISITES Secret clearance

Basic knowledge of Gregg shorthand theory

Pretest

ENROLLMENT 5 to 20

DURATION Four weeks - 1½ hours per day (30 hours)

LOCATION Headquarters

B-14

TITLE Introductory Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory

Dictation speed of 60 words per minute

PREREQUISITES Secret clearance

Pretest or achievement of objectives in preceding class (Dictation speed of 60 words per minute on practiced material)

ENROLLMENT 5 to 20

DURATION Four weeks - 1 hour per day (20 hours)

LOCATION Headquarters

TITLE Intermediate Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory  
Dictation speed of 80 words per minute

PREREQUISITES Secret clearance  
Pretest or achievement of objectives in preceding class  
(Dictation speed of 60 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks -  $1\frac{1}{2}$  hours per day (30 hours)

LOCATION Headquarters

B-16

TITLE Advanced Shorthand Dictation

OBJECTIVES Stenographic practice in Agency terminology  
Dictation speed of 100 words per minute

PREREQUISITES Secret clearance  
Pretest or achievement of objectives in preceding class  
(Dictation speed of 80 words per minute)

ENROLLMENT 5 to 20

DURATION Four weeks -  $1\frac{1}{2}$  hours per day (30 hours)

LOCATION Headquarters

TITLE Non-clerical Basic Typing

OBJECTIVE Introduction to typing for non-clerical personnel who will find the machine a helpful, occasional tool in the preparation of notes, memos, and drafts

PREREQUISITE Secret clearance

ENROLLMENT 15 to 30

DURATION Eight weeks - 45 minutes per day (30 hours) - (Scheduling of the course is sometimes on Agency time, sometimes on student's time)

LOCATION Headquarters

B-18

TITLE Typing Techniques Review

OBJECTIVES Review of keyboard and basic techniques

Development of speed and accuracy

40 net words per minute on a ten-minute timed writing

PREREQUISITES Secret clearance

Basic knowledge of the keyboard

Pretest

ENROLLMENT 5 to 15

DURATION Four weeks - 1 hour per day (20 hours)

LOCATION Headquarters

B-19

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TITLE	Advanced Typing
OBJECTIVES	Refine techniques Increase speed and accuracy
PREREQUISITES	Secret clearance Pretest or achievement of objectives in preceding class (40 net words per minute on a ten-minute timed writing)
ENROLLMENT	5 to 15
DURATION	Four weeks - 1 hour per day (20 hours)
LOCATION	Headquarters

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TITLE	Instructional Techniques
OBJECTIVES	Teaching methods and techniques as practiced in the Office of Training  Capabilities of Office of Training for instructional support
PREREQUISITE	Top Secret clearance
ENROLLMENT	10 to 20
DURATION	One week (40 hours)
LOCATION	Headquarters

This course introduces students to the principles and methods of teaching and learning, including the advantages and uses of visual and aural aids. Emphasis is placed on self-improvement and the instructional techniques employed in the Office of Training.

Students prepare lesson plans and present lectures or demonstrations in subjects of their own choosing. Directed discussions help to point out strong points and defects of the presentations. Methods of preparation of training aids and this organization's capabilities to supply all types of training aids, from posters and charts through films to sand tables and three-dimensional aids, are discussed.

In cases where a sponsoring office requests that a student be given specialized instruction, on-the-job tutorial training with senior instructors will be provided.

B-21

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TITLE	Effective Writing
OBJECTIVES	<p>To study those principles of exact, clear, forceful, expository writing which must be possessed as minimum skills by any employee who writes or supervises writing activities</p> <p>To investigate and practice the most effective methods of organizing and presenting material for specific purposes</p> <p>To sharpen, through study and practice, the capacity to perform accurate, logical thinking, and to show the essential relationship between good thinking and good writing</p>
ENROLLMENT	20
DURATION	20 hours - two 1-hour sessions per week for ten weeks
LOCATION	Headquarters

The course is designed for professional employees at all levels throughout the Agency. It includes lectures, practical exercises and critiques. In addition to group discussions, the course provides as much individual assistance on writing problems as time or circumstances permit.

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TITLE	Management (Special)
OBJECTIVE	Effective management at intermediate and higher supervisory levels
PREREQUISITES	Top Secret clearance GS-12 through GS-18
ENROLLMENT	12 to 18
DURATION	35 to 60 hours (Part-time or full-time, as requested)
LOCATION	Headquarters, or as otherwise designated

This is a special course, flexible as to content and schedule, designed to meet any needs of particular Agency components for basic management training which cannot be met satisfactorily by the regularly scheduled presentations of the Basic Management Course.

The course is presented only as requested by the Agency component or components desiring the coverage and is developed by the OTR staff in collaboration with the requesting component. Requests should provide sufficient lead time for the preparation of the type of presentation desired. Further information can be obtained from the Chief, Management Training, OTR.

B-23

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B-24

TITLE	Departmental Briefing
OBJECTIVE	Orientation in national and departmental relationships existing throughout the American intelligence community, emphasizing the responsibility of the Director of Central Intelligence
PREREQUISITE	Top Secret clearance
ENROLLMENT	16 to 83
DURATION	Three hours
LOCATION	Headquarters

This program is designed to familiarize personnel from the IAC agencies with the organization and procedures pertinent to the system of national intelligence production, operation, and coordination, and its interconnecting links with policy.

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TITLE	Conference Leadership
OBJECTIVE	To identify, explain, and apply the principles and techniques of effective conference planning, leadership, and participation
PREREQUISITE	Top Secret clearance
ENROLLMENT	12 to 16
DURATION	Six weeks: two 2-hour sessions per week (24 hours)
LOCATION	Headquarters

The course is designed primarily for officers in all components of the Agency who are responsible for planning and leading various types of group discussions, but the role of an effective participant is also emphasized. In the first two class sessions the instructor discusses the ways and means of planning and conducting successful group conferences, giving special attention to the solving of problems of control. In the remaining sessions each student leads the group in a 40-minute discussion of a topic of general interest. An intensive critique follows each discussion.

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TITLE	Effective Speaking
OBJECTIVE	Principles of public speaking as related to the oral presentation of intelligence, including selection and use of graphic aids
PREREQUISITES	Top Secret clearance  Present or future assignment requiring proficiency in oral briefing
ENROLLMENT	12 to 20
DURATION	Six weeks: 2-hour sessions twice a week (24 hours)
LOCATION	Headquarters

Early sessions in the course emphasize basic principles and fundamentals of public speaking. Students prepare and present short speeches before the class. These are analyzed and constructive suggestions are offered in class discussion. Tape recordings made of each presentation assist both instructor and student in further analysis. Later in the course, students give longer speeches on topics related to their own responsibilities. Class critiques emphasize fine points of delivery, organization of content, proper use of graphic aids, and general effectiveness.

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I-6

TITLE	Writing Workshop
OBJECTIVE	Review the elements and apply the principles of clear, concise writing
PREREQUISITE	Top Secret clearance
ENROLLMENT	10 to 12
DURATION	Nine 3-hour sessions during a period of four weeks (27 hours)
LOCATION	Headquarters

The course is conducted as a workshop primarily for employees whose assignments involve the written presentation of intelligence, but the emphasis on fundamental principles of composition makes it beneficial for anyone who desires to improve general writing skill. Assignments are tailored to individual needs and experience. Special attention is given to the development of simple, direct style, and to the solution of writing problems such as structural organization and diction. Instructors' criticisms supplement class discussions and exercises designed to correct common writing faults.

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I-7

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TITLE	Reading Improvement
OBJECTIVES	Improve job efficiency by increasing reading ability Develop a wide range of reading techniques Adjust rate of reading to comprehension requirements Improve perceptual habits
PREREQUISITE	Secret clearance
ENROLLMENT	10 to 20
DURATION	Six weeks: 1 hour per day (30 hours)
LOCATION	Headquarters

Methods and techniques in developing the speed and level of comprehension, with emphasis on flexibility and comprehension requirements, are the focal points of the course.

In developing a wide range of reading techniques and in defining comprehension requirements, the student is instructed through lectures and discussions on the best techniques for scanning, extensive (informational), and intensive (technical) reading. This is followed by student practice, using diverse techniques in various reading situations. Practice includes supervised exercises and reading of individual and group selections of varied content at controlled rates. Good perceptual habits are developed by increasing the span of recognition, establishing control over regressive eye movement, and eliminating vocalization.

Approximately thirty percent of the course is devoted to lectures, instructions, and practice exercises in the three types of reading. Forty percent of the training provides practice with the Reading Rate Accelerator. The remaining thirty percent of the course is divided equally between tachistoscopic training and special films.

A retention program, designed to ascertain long-range benefits, is conducted eight weeks and twelve months after the course.

Satisfactory completion of this course fulfills the prerequisite for enrollment in the Advanced Reading Improvement course.

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*Inactive*

**TITLE** Reading Analysis Program

**OBJECTIVES** Analyze relative proficiency in several kinds of reading skills to determine for individuals and office groups (a) suitability of employee's reading capabilities in relation to specific job requirements, and (b) probable degree of benefit which could be obtained from the Reading Improvement course

**PREREQUISITE** Secret clearance

**ENROLLMENT** 5 to 10

**DURATION** 6 hours: one hour per day

**LOCATION** Headquarters

This program serves as a preliminary analysis for the Reading Improvement course. The analysis of the employee's reading proficiency in scanning, informational and study reading tasks determines how well his reading skills are adapted to his job reading requirements, and indicates the areas in which he could improve.

A half-hour conference with each employee informs him of his strengths and weaknesses in reading, and provides a basis for self-improvement.

Upon request, the program is scheduled and adapted for any Agency component with specialized job reading requirements. Through consultation with the office concerned, a program is outlined so that employees' reading performance can be analyzed on the basis of their job reading tasks and materials.



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